

1966

27 June : Viny Base

[B Motivation: will to achieve program goals without
supervision and beyond level enforced by
organizational supervision and incentives] [Lock - program]

John: What must happen in SVN before our joint efforts
can be successful?

Chan: Want to build up cadre system as
institutions. Threat to program is that it has
depended both at VT and in field on individuals,
for good or bad.

Murphy: Cannot handle more than 5000 students
in fall, because of teacher limitations: time
to select & train political instructors. Have now
~240 instructors: should have 500-600 now.

Chan: Problem of training ^{motivate} instructors to train/motivate
cadre to motivate people to participate in their
own defense. Not ordinary military skills.
[Key word is participate, not provide.]

Most instructors are not highly motivated; "they are employees." And they have felt tied to individuals.

Office of instructors:

- 1) Emphasizes political motivation of instructors.
- 2) Continual training of instructors.
- 3) Refresher courses.

Office of R+D:

Start with initial theory.

Then, findings on a) how instructors understand
b) how cadre perform in field ^{subjects}

will be fed back to R+D office, to improve
"Theory".

e.g. "How should cadre find out who are
most influential citizens in Karut."

Office will have a Consulting Board of
the most brilliant minds, experts, in country: will
submit tentative answers to them, and invite
members to work on problems for a week at VT.

Chair: instead of "guides" with groups, "political deputies," qualified, living with groups & 2-hour evening sessions.

Try to motivate every cadre to be a leader at school

[In part, OSA centered on "Mai's personal example" as motivator.]

Take:

1. What doing to educate environment? dist chiefs

2) Seminars for prov/dist/village/military cadres

(second, PD chiefs): make sure they understand; and get feedback: their views, to be reflected in plans; To give them sense of participation).

6) Train cadre chiefs & staffs throughout country.

c) Operational system

1. How picking RO Staffs? (Dist chiefs?)

2. How motivate?

3. What is "revolution" needed? What changes are necessary?

4. What are aspirations w.r.t. cadre system w.r.t. corruption?

5. What scope for leadership in program; advancement?

How pick leaders? Train?

How far can they advance?

Use of Chin Hai?

6. Chin Hai as goal of cadre: induce defections.

7. What do we want from people; what does it take to get it?

8. What changes are "necessary" in:

a) How admin

b) How program

c) Military performance/org/strategy.

d) Role of US: civil/military.

9. When should cadres work?

10. DFF?

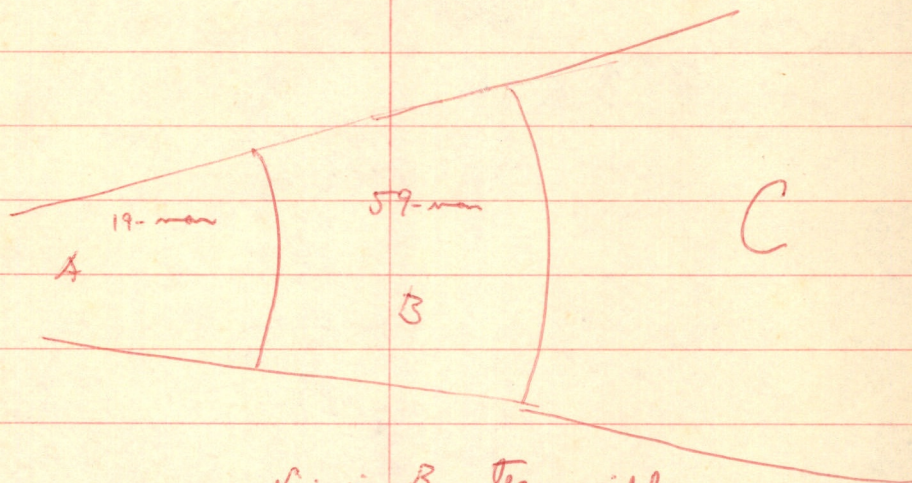
11. Political content ; (and change from past).

12. Role of civic action.

Time is limited.

13. Relation to VIS.

Chan:



dig in B, team will
prepare to work in C area, by accompanying
(several members) military on ops; set up
C & survey area; contact "epiles" ^{in B}, set up
epile gear, contact those in C through epiles.

Chan: Will take 4 months to train instructors
(not yet draft exempt) and prepare system.

- Number of students.

Variable situation now: on number of instructors,
number of qualified instructors, living conditions —

5000 too many.

Should put all students in one camp, train
instructors, etc. at another.

- How many students phased out?

100 last class.

- Quality of former cadres?

Best are Rural Political: recruited by Dr. Hoang,
~~Left~~ Dai Viet: but are not Dai Viet. Should
have command jobs.

Next, MAC. Next, NL cadres: not very good.

PATs: not well trained, prepared for leadership.